DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATBO-C   (690-700)   JUL 16 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Implementing Guidance for the DOD Telework
Policy and Guide

1.   Section 359 of Public Law 106-346, the FY 01 Transportation
Appropriations Bill, requires that federal agencies establish
telework policies.   The DOD Telework Policy and DOD Telework
Guide are available at http://www.telework.gov/dodpolicy.htm and
http://www.telework.gov/dodguide.htm.   Implementation of the
telework program supports DOD's commitment to improve the quality
of life for its workforce.   Telework can benefit employee's
morale and reduce commuting stress, serve as an effective
recruitment and retention tool, and benefit the community through
cleaner air, reduced energy consumption, and decreased traffic
congestion.   Telework can be utilized to help relieve traffic
congestion caused by restricted installation access and increased
security precautions.   Furthermore, it may be an appropriate
component in planning for continuity of operations during
unforeseen interruptions or disaster.

2.   The DOD Telework policy and guide provide the basic para-
meters and conditions for implementing the telework program.
TRADOC Circular 600-02-1 provides instruction for implementing
within TRADOC as well as specific requirements that supplement
the DOD Telework policy and guide.   TRADOC Circular 600-02-1 is
available at http://www-tradoc.army.mil/pubs.htm.

3.   Commanders should support telework at their installations and
overcome artificial barriers to the program.   Telework is a
useful tool to help manage organizations in today's complex
environment.

4.   POCs are Debbie Mitchell (civilian personnel), DSN 680-5229,
and Allie Ford (information management), DSN 680-3541.

FOR THE COMMANDER:

LARRY R. JORDAN
Lieutenant General, U.S. Army
Deputy Commanding General/
    Chief of Staff

DISTRIBUTION:
(see next page)

ATBO-C
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Policy and Guide

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30 July 2002

(Expires 30 July 2004)

Personnel - General
TRADOC GUIDANCE FOR THE DEPARTMENT OF DEFENSE TELEWORK POLICY

Summary. This circular implements Department of Defense (DoD) Telework Policy within U.S. Army Training and Doctrine Command (TRADOC) and defines responsibilities for the administration and management of the program on TRADOC installations.

Applicability. . This circular applies to all TRADOC DoD civilian employees.

Form. The "R" form at the back of this circular is for local reproduction.

Suggested improvements. The proponent of this circular is the Deputy Chief of Staff for Base Operations Support (DCSBOS). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATBO-C, 5 North Gate Road, Fort Monroe, VA 23651-1048. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This circular is distributed solely through the TRADOC Homepage at http://www.tradoc.army.mil.

Contents

Chapter 1
Introduction

1-1. Purpose. To establish policy and guidance for implementing the DoD Telework Policy within TRADOC.

1-2. References.

    a. Publications:

        (1) Department of Defense Telework Guide (available on the joint General Services Administration/ Office of Personnel Management website at http:// www.telework.gov/dodguide.htm).

        (2) AR 380-5, Department of the Army Information Security Program.

        (3) AR 380-19, Information Systems Security.

    b. Form prescribed by this circular: TRADOC Form 600-02-1-1-R-E, TRADOC Telework Report.

1-3. Explanation of abbreviations. The glossary contains abbreviations used in this circular.

1-4. Responsibilities.

    a. Deputy Chief of Staff for Base Operations Support (DCSBOS), HQ TRADOC, will :

        (1) Ensure proper implementation of the telework program within TRADOC in accordance with (IAW) Public Law (PL) 106-346, section 359 (FY 01 Transportation Appropriations Bill).

        (2) Provide guidance, updates, and assistance to subordinate installations, as required.

        (3) Compile installation reports and forward required information to Headquarters, Department of the Army (HQDA).

(4) Provide program management. Point of contact (POC) is DCSBOS Civilian Personnel Directorate (CPD), ATTN: ATBO-C, (757) 788-5229/DSN 680-5229.

b. Deputy Chief of Staff for Command, Control, Communications & Computers (DCSC4), HQ TRADOC, will provide guidance and assistance to subordinate installations on required information technology services (computers, telephone service, telecommunications equipment, etc.). POC is DCSC4 Support Technology Analysis Directorate, ATTN: ATIM-S, (757) 788-3541/DSN 680-3541.

c. Senior Mission Commanders on an installation will:

(1) Have overall responsibility for the implementation of the telework program on their installation.

(2) Support the telework program and overcome artificial barriers to the program.

(3) Determine availability of government-owned technology to support employees performing official duties at their homes.

d. Supervisors will:

(1) Determine which positions in their organization are eligible for regular and recurring telework based on DoD and TRADOC criteria for position and employee eligibility.

(2) Approve or disapprove employee requests for regular and recurring or ad hoc telework.

(3) Ensure completion of the DoD telework agreement prior to the commencement of either regular and recurring or ad hoc telework arrangements.

e. Employee will complete a telework agreement and obtain supervisor approval prior to commencement of either regular and recurring or ad hoc telework arrangements.

1-5. General.

a. Section 359 of PL 106-346 requires that federal agencies establish telework policies. The law specifically applies to appropriated fund employees; senior mission commanders have local discretion to include non-appropriated fund employees. The DoD Telework Policy and DoD Telework Guide provide the basic parameters and conditions for implementing the telework program. Chapter 2 provides specific requirements that supplement the DoD policy and guide.

b. Telework can benefit employee morale and reduce commuting stress, serve as an effective recruitment and retention tool, and benefit the community through cleaner air, reduced energy consumption, and decreased traffic congestion. Telework can be utilized to help relieve traffic congestion caused by restricted installation access and increased security precautions. Furthermore, it may be an appropriate component in planning for continuity of operations during unforeseen interruptions or disaster.

Chapter 2
Policy

2-1. Positions eligible for telework. The nature of the work should be suitable for telework. Work suitable for telework depends on the job content, rather than job title, type of appointment, or work schedule. Positions that perform tasks that are measurable, quantifiable, evaluated by the quality of a deliverable, and/or primarily project-oriented (that is, a statistical analysis or writing a field manual or program of instruction) are the best candidates for telework. Telework is feasible for work that requires thinking and writing (that is, data analysis, reviewing grants or cases, writing decisions or reports); and for computer oriented tasks (that is, programming, data entry, and word processing).

2-2. Positions not eligible for telework.

a. Positions are not eligible for telework if performing the work at an alternate work site will adversely affect the performance of other employees, place a burden on the staff remaining in the office, or result in a diminished level of service provided to customers. Positions may not be eligible for telework if the work requires:

(1) Frequent or short-notice face-to-face interaction with internal or external contacts such as the supervisor, other employees, formal/informal work teams, clients, or the general public, or frequent ad hoc meetings (that is, training instructors whose primary duty is to instruct students, or positions with direct and recurring customer service duties).

(2) Access to material or data that cannot be moved from the regular office, would present a security risk, or breach of confidentiality (classified material, security documents, libraries, personnel records, medical records, etc.).

(3) Handling controlled unclassified information, particularly its telecommunication or electronic storage. Controlled unclassified information (CUI) is explained in AR 380-5, chapter 5. Examples of CUI include for official use only (that is, information that affects individuals' privacy, law enforcement, confidentiality of information from vendors), acquisition-sensitive data, data about internal government investigations or investigative techniques, and intra-agency correspondence which is deliberative, or pre-decisional, in nature.

(4) Access to technology, equipment, or facilities that is not available at the alternate duty site (that is, secretaries who answer office phones or duties that require access to copiers or faxes).

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(5) Use of a government vehicle (truck driver).

(6) Work that must be performed at the regular work site (such as issuing and accounting for supplies and materials, medical care, child care, safety and ammunition inspectors, range control duties, equipment repair, surveying property, dealing with wildlife).

(7) Providing emergency services and/or services involved in the protection of life and property (firefighters, police, and guards).

b. Positions identified as ineligible for regular and recurring telework (at least one day per pay period) may still be considered for ad hoc telework (on an occasional, one-time, or irregular basis). For example, a position requiring daily interaction with customers would not be eligible for regular and recurring telework. However, if the employee is assigned a written project or report that could be completed at an alternate work site, an ad hoc telework arrangement could be approved.

2-3. Employees suited for telework. In addition to identifying which positions are appropriate for telework, supervisors must also determine whether employees have demonstrated personal characteristics suited to telework. The DoD policy states that, as a minimum, employees must have demonstrated dependability and the ability to handle responsibility; a proven record of high personal motivation; the ability to prioritize work effectively and utilize time management skills; and a performance rating of at least fully successful. The following should also be considered when determining employee suitability for telework:

a. The employee's experience in performing the duties of the position and need to be in the traditional work site to learn the organization or to receive on-the-job training (interns and trainees are normally not suitable for telework).

b. Exhibited characteristics of a self-starter, good organization skills, and the ability to function independently.

c. Employee social preferences (that is, employees who thrive on office interaction might feel isolated by working at home while employees who are easily distracted might be better able to concentrate at home).

2-4. Employees not suited for telework. Employees who are not meeting performance standards, are being counseled or disciplined for leave abuse, or who have pending or current disciplinary or adverse actions, should not be approved for telework.

2-5. Information technology support.

a. Senior mission commanders will determine the availability of government-owned information technology to support employees performing official duties at their homes. Due to continuing budget shortfalls within TRADOC, required information technology services

(government-owned computers, telephone service, telecommunications equipment, etc.) may not be available or securely configured and accredited to support telework. When information technology that is essential to perform the job is unavailable or not securely configured to support required tasks, the employee will not be approved to telework.

b. The following policies apply:

(1) Current Microsoft End User License Agreement, such as Microsoft Office Suite software license, prohibits sharing or concurrent use of a single license of Office Suite between two government-owned desktops, or a government-owned desktop and an employee-owned desktop. However, a single license of Office Suite can be shared between a government-owned desktop and a laptop (government or employee-owned) as long as the individual using the desktop most of the time uses the software on the laptop, and the software is installed on the local hard drive of the desktop (that is, not run from a network server).

(2) Teleworkers cannot work on classified material at alternative worksites. Employee-owned hard drives used (intentionally or unintentionally) to store classified information become property of the Army.

(3) Government-furnished computer equipment, software, and communications, with appropriate security measures, are required for any regular and recurring telework arrangement that involves sensitive unclassified data, including Privacy Act data, or For Official Use Only data.

(4) The local DAA may approve use of employee-owned computers and equipment for telework on an ad hoc basis for sensitive unclassified data, as long as the teleworker verifies in writing the deletion of all Department information files, when no longer required for telework, from employee-owned computer hard drives.

(5) Where the local DAA has approved the use of employee-owned computers and equipment for telework on an ad hoc basis, remote access software must not be loaded onto employee-owned computers for official purposes.

(NOTE: Remote access software would enable the government to remotely access the employee's personal computer. This is acceptable for government-owned equipment to enable remote maintenance of the secure configuration, but is not allowed on employee-owned computers.)

(6) Providing teleworkers with government-owned equipment is the preferred method for TRADOC employees because it provides for the most flexibility for the telework arrangement. Since resources are limited, the decision to provide and/or install Government-furnished equipment at alternative worksites is a matter for determination by the senior mission commander in

coordination with (ICW) local DAA. The government will be responsible for the service and maintenance of government-owned equipment. DoD remote access software may be installed onto government-owned equipment to enable maintenance of software applications and security features.

(7) Where it is determined by the senior mission commander ICW the responsible DAA that government equipment will be provided to the teleworker, excess property should be the first source of supply before considering the purchase of new equipment. In order to meet the goal of having Government equipment available for all teleworkers in the future, telework requirements should be considered when developing equipment budgets and life-cycle replacement plans. Justification for these requirements must specifically identify that they support telework.

(8) DoD assumes no responsibility for any operating costs associated with an employee using his or her personal equipment and residence as an alternative worksite. This includes home maintenance, insurance, and utilities.

c. The DoD Telework Agreement must be completed prior to the commencement of either regular and recurring or ad hoc telework arrangements. A sample agreement is provided at appendix A to the DoD Telework Guide.

2-6. Training. Studies show that the most successful telework arrangements have included initial training for both supervisors and employees participating in telework. Telework requires a new approach to work by both management and employees that is very different from traditional methods. It is important that managers and employees fully understand policies and guidelines prior to implementing a telework arrangement. A Telecommuting Briefing Kit, designed by the Office of Personnel Management (OPM), can be used as a template to develop telework training for employees and supervisors. This kit is available at http://www.opm.gov/wrkfam/telecomm/TBKit.htm or by calling OPM's Work and Family Program Center staff at (202) 606-5520. Training materials are also available from the General Services Administration Telework Coordinator at (202) 273-4665.

2-7. Labor relations. Labor relations obligations must be completed prior to local implementation of the DoD Telework Policy. Civilian Personnel Advisory Center Directors will provide appropriate notification to labor organizations.

2-8. Reporting requirements. HQ TRADOC, DCSBOS, CPD, will request the following information from each installation CPAC at the end of each fiscal year for FY 02-04. Use TRADOC Form 600-02-1-1-R-E, (TRADOC Telework Report), to submit the following information:

a. Number of TRADOC employees identified as eligible for regular and recurring telework (at least one day per pay period).

b. Number of eligible employees offered the opportunity to telework.

c. Number of employees participating in regular and recurring telework.

d. Number of employees who have participated in ad hoc telework.

e. Barriers to employee participation in the program.

Glossary

CPAC	Civilian Personnel Advisory Center
CPD	Civilian Personnel Directorate
CUI	controlled unclassified information
DAA	Designated Approval Authority
DCSBOS	Deputy Chief of Staff for Base Operations Support
DCSC4	Deputy Chief of Staff for Command, Control, Communications & Computers
DoD	Department of Defense
IAW	in accordance with
ICW	in coordination with
OPM	Office of Personnel Management
PL	Public Law
POC	point of contact
TRADOC	U.S. Army Training and Doctrine Command

FOR THE COMMANDER:

OFFICIAL: LARRY R. JORDAN
Lieutenant General, U.S. Army
Deputy Commanding General/
Chief of Staff

//signed//
GREGORY J. PREMO
Brigadier General, GS
Deputy Chief of Staff
 for Command, Control,
 Communications & Computers

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TRADOC TELEWORK REPORT

(Prescribing directive is TRADOC Cir 600-02-1; proponent is DCSBOS)

Submit this report to HQ TRADOC, DCSBOS, Civilian Personnel Directorate, at the end of each quarter in FY02; and then at the end of each fiscal year for FY03 and FY04.

Installation:	Report Period:	
1. Number of TRADOC employees identified as eligible for regular and recurring telework:		
2. Number of eligible TRADOC employees offered the opportunity to telework:		
3. Number of TRADOC employees participating in regular and recurring telework:		
4. Number of TRADOC employees who have participated in ad hoc telework:		

5. Barriers to employee participation in the program:

POC Name and Phone Number:	Date:

TRADOC Form 600-02-1-1, Mar 02